

# **EXHIBIT D**

# EXHIBIT 4

# FILED UNDER SEAL

## Message

**From:** Kristian Miller [REDACTED]  
**Sent:** 11/7/2018 7:34:54 PM  
**To:** Greg Coomer [REDACTED]; Lawrence Yang [REDACTED]; Nat Brown [REDACTED]  
**CC:** Augusta Butlin [REDACTED]; DJ Powers [REDACTED]; Adam Klaff [REDACTED]; Eric Hope [REDACTED]; Joe Ludwig [REDACTED]  
**Subject:** RE: revenue / hr / employee

Sure thing, here's that same table but with a column for Net Income/Employee on an annual basis.

Company	Net Income/Hour/Employee	Net Income/Employee
Facebook	\$89.09	\$780,400.00
Apple	\$54.36	\$476,160.00
Netflix	\$26.70	\$233,857.41
Alphabet	\$25.21	\$220,823.53
Microsoft	\$16.35	\$143,259.71
Intel	\$16.34	\$143,141.51
Amazon	\$1.81	\$15,892.86

**From:** Greg Coomer  
**Sent:** Wednesday, November 7, 2018 11:19 AM  
**To:** Kristian Miller [REDACTED]; Lawrence Yang [REDACTED]; Nat Brown [REDACTED]  
**Cc:** Augusta Butlin [REDACTED]; DJ Powers [REDACTED]; Adam Klaff [REDACTED]; Eric Hope [REDACTED]; Joe Ludwig [REDACTED]  
**Subject:** RE: revenue / hr / employee

Thanks. Nice to have the Net Income lens on this.

Hourly focus is a fresh take, but you also send around the annualized numbers for Net Income/employee? Multiplication is hard.

**From:** Kristian Miller  
**Sent:** Monday, November 5, 2018 2:11 PM  
**To:** Lawrence Yang [REDACTED]; Greg Coomer [REDACTED]; Nat Brown [REDACTED]  
**Cc:** Augusta Butlin [REDACTED]; DJ Powers [REDACTED]; Adam Klaff [REDACTED]; Eric Hope [REDACTED]; Joe Ludwig [REDACTED]  
**Subject:** RE: revenue / hr / employee

Since I like to fiddle with numbers, I brought net income into this comparison. Amazon runs on a 4% margin (Net Income divided by Gross Revenue) while Facebook churns along at 38%. I'd go so far as to say that they're materially different beasts.

Breaking these numbers down as Net Income/Hour/Employee shows some interesting comparisons. Amazon is in the troughs due to razor thin margins, but Netflix also falls to mid-pack as they run relatively low margins (~10%)

Since Net Income is the dollars left post-expenses, this can give an idea of the "spread" of earnings. There are two ways a dollar of gross revenue can end up: it's either absorbed through the business process (expenses, wages, etc.) or it

survives to become net income (reflected in stock price). This ratio gives a good idea of how much revenue “survives to the end” for each of these businesses.

Plot twist: Again, we are an outlier.

Company		Net Income/Hour/Employee
[REDACTED]		
Facebook	\$	89.09
Apple	\$	54.36
Netflix	\$	26.70
Alphabet	\$	25.21
Microsoft	\$	16.35
Intel	\$	16.34
Amazon	\$	1.81

**From:** Lawrence Yang

**Sent:** Monday, November 5, 2018 1:44 PM

**To:** Greg Coomer [REDACTED]; Nat Brown [REDACTED]

**Cc:** Kristian Miller [REDACTED]; Augusta Butlin [REDACTED]; DJ Powers

[REDACTED]; Adam Klaff [REDACTED]; Eric Hope [REDACTED]; Joe Ludwig [REDACTED]

**Subject:** RE: revenue / hr / employee

**From:** Greg Coomer

**Sent:** Monday, November 5, 2018 12:44 PM

**To:** Nat Brown [REDACTED]

**Cc:** Lawrence Yang [REDACTED]; Kristian Miller [REDACTED]; Augusta Butlin

[REDACTED]; DJ Powers [REDACTED]; Adam Klaff [REDACTED];

Eric Hope [REDACTED]; Joe Ludwig [REDACTED]

**Subject:** RE: revenue / hr / employee

Nice!

---

**From:** Nat Brown  
**Sent:** Monday, November 5, 2018 12:38 PM  
**To:** Greg Coomer [REDACTED]  
**Cc:** Lawrence Yang [REDACTED]; Kristian Miller [REDACTED]; Augusta Butlin [REDACTED]  
[REDACTED] DJ Powers [REDACTED]; Adam Klaff [REDACTED]  
Eric Hope [REDACTED]; Joe Ludwig [REDACTED]  
**Subject:** Re: revenue / hr / employee

[REDACTED]

[REDACTED]

On Nov 5, 2018, at 12:27 PM, Greg Coomer [REDACTED] wrote:

So what's Valve's rev/hr/person if we're 350?

---

**From:** Nat Brown  
**Sent:** Monday, November 5, 2018 12:23 PM  
**To:** Lawrence Yang [REDACTED]  
**Cc:** Greg Coomer [REDACTED]; Kristian Miller [REDACTED]; Augusta Butlin [REDACTED]; DJ Powers [REDACTED]; Adam Klaff [REDACTED]  
[REDACTED]; Eric Hope [REDACTED]; Joe Ludwig [REDACTED]  
[REDACTED]  
**Subject:** Re: revenue / hr / employee

yes, i tried to use only FTE numbers for all the comparisons, but the one I'm not sure about is Amazon, i don't know how many are part-time etc. still if this number is not quite perfect, the general scale and the ordering between companies don't really change and are clearly in bands. Valve is a [REDACTED] outlier in all cases.

On Nov 5, 2018, at 11:35 AM, Lawrence Yang [REDACTED] wrote:

FTE seems more like apples to apples. Apple has 123k full time employees (many of which are retail employees) – and I'm sure there are a large number of contractors on top of that.

---

**From:** Greg Coomer  
**Sent:** Monday, November 5, 2018 11:33 AM  
**To:** Kristian Miller [REDACTED]; Augusta Butlin [REDACTED]  
[REDACTED]; Lawrence Yang [REDACTED]; Nat Brown [REDACTED]; DJ Powers [REDACTED]; Adam Klaff [REDACTED]; Eric Hope [REDACTED]; Joe Ludwig [REDACTED]

[REDACTED]  
**Subject:** RE: revenue / hr / employee

So do we think including contractors would make for an apples-to-apples comparison with the other companies' numbers? Or would using the lower FTE number match better?

---

**From:** Kristian Miller

**Sent:** Monday, November 5, 2018 11:30 AM

**To:** Augusta Butlin [REDACTED]; Lawrence Yang

[REDACTED]; Nat Brown [REDACTED]; DJ Powers

[REDACTED]; Adam Klaff [REDACTED]; Eric Hope

[REDACTED]; Joe Ludwig [REDACTED]; Greg Coomer

[REDACTED]  
**Subject:** RE: revenue / hr / employee

From talking to Loomer, sounds like we have more like 500 folks between [REDACTED] and [REDACTED] so 850 all told.

---

**From:** Augusta Butlin

**Sent:** Monday, November 5, 2018 11:06 AM

**To:** Lawrence Yang [REDACTED]; Nat Brown

[REDACTED]; DJ Powers [REDACTED]; Adam Klaff

[REDACTED]; Eric Hope [REDACTED]; Joe Ludwig

[REDACTED]; Greg Coomer [REDACTED]; Kristian Miller

[REDACTED]  
**Subject:** RE: revenue / hr / employee

Maybe including [REDACTED] and other contractors it's closer to 450?

---

**From:** Lawrence Yang

**Sent:** Monday, November 5, 2018 11:04 AM

**To:** Nat Brown [REDACTED]; DJ Powers [REDACTED];

Adam Klaff [REDACTED]; Augusta Butlin

[REDACTED]; Eric Hope [REDACTED]; Joe Ludwig

[REDACTED]; Greg Coomer [REDACTED]; Kristian Miller

[REDACTED]  
**Subject:** RE: revenue / hr / employee

Not too shabby =D. Also, don't we have more like ~350 employees?

---

**From:** Nat Brown

**Sent:** Monday, November 5, 2018 11:01 AM

**To:** DJ Powers [REDACTED]; Adam Klaff

[REDACTED]; Augusta Butlin [REDACTED]; Eric

Hope [REDACTED]; Joe Ludwig [REDACTED]; Greg Coomer

[REDACTED]; Lawrence Yang [REDACTED]; Kristian

Miller [REDACTED]

**Subject:** revenue / hr / employee

over the weekend somebody tweeted  
(<https://twitter.com/profgalloway/status/1058372481432592386>) revenue  
generated per hour by some big companies

Revenue generated each hour:  
Apple \$29.1 million per hour  
Amazon \$26.2 million per hour  
Google \$15.6 million per hour  
MSFT \$13.5 million per hour  
Intel \$8.9 million per hour  
FB \$6.4 million per hour  
NFLX \$1.9 million per hour

I thought it would be interesting to see that on a per-employee-per-hour basis, so I  
tweeted [REDACTED]:

Fascinating perspective. So also is revenue per employee per hour.

Apple \$232.80 (125,000 employees)  
Amazon \$46.79 (560,000)  
Google \$183.53 (85,000)  
MSFT \$102.82 (131,300)  
Intel \$83.96 (106,000)  
FB \$256.00 (25,000)  
NFLX \$351.85 (5,400)

which gives you an interesting insight on employee leverage, at least from a  
revenue perspective, even if fairly irrelevant from a profit, margin, or cash flow  
perspective.

**Valve by comparison is [REDACTED] employee/hr** based on the last year of revenue  
and ~450 employees, so that's OK.